

# Consequences of Spiritual Leadership: A Moderating Model of Organizational Performance

Farah Iqbal<sup>1</sup>

Department of Psychology, University of Karachi, Karachi, Pakistan

Muqtader Zahra Zaidi

New World International School, Khobar, Kingdom of Saudi Arabia

## Abstract

Technology and globalization have made businesses highly competitive. Firms' survival depends on adopting new knowledge, developing innovative products, and implementing dynamic strategies. We have developed a new model that focuses on spiritual leaders and a spiritual working environment. These two factors, directly and indirectly, contribute towards intrinsic motivation, knowledge sharing, and creativity. All these factors are significant drivers of organizational performance and sustainability. We have collected the data from the banking sector based on a questionnaire adopted from earlier studies. A total of 450 questionnaires were distributed, and 427 responses were received. The study found that spiritual leadership stimulates workplace spirituality and intrinsic motivation. At the same time, our results suggest that workplace spirituality and intrinsic motivation are precursors of knowledge sharing. Intrinsic motivation and knowledge sharing are also antecedents of employee creativity. The study also found that organizational support moderates workplace spirituality. The contribution of this study is that it has used organizational support as a moderator between spiritual leadership and workplace spirituality.

**Keywords:** *Spiritual leadership, workplace spirituality, intrinsic motivation, knowledge sharing, creativity.*

## Introduction

The prevailing era of uncertainty, new challenges, and a highly dynamic business environment has made it difficult for firms to compete and survive. Many firms now

<sup>1</sup>Corresponding Author: Farah Iqbal; Email: [fiqbal@uok.edu.pk](mailto:fiqbal@uok.edu.pk)

focus on spiritual leadership, which calls for altruistic love, hope, faith, and organizational vision (Samul, 2020). Spiritual leadership promotes intrinsic motivation that inspires employees to work beyond their formal obligations towards the organization (Smith, Minor & Brashen, 2018). Fry (2003) extended the spiritual leadership theory based on the intrinsic motivation model. Intrinsic motivation promotes curiosity in individuals, due to which they focus on seeking new knowledge and enhancing their capacity to learn (Supriyanto, Ekowati & Maghfuroh, 2020).

Many studies have documented that intrinsic motivation stimulates knowledge sharing and creativity (Oh & Wang, 2020). An intrinsically motivated employee has more confidence, self-esteem, creativity, and a positive attitude towards work than other employees (Yang & Fry, 2018). Yang, Liu, Wang, and Zhang (2019) assert that intrinsically motivated employees are rich in self-determined behavior, including knowledge sharing, creativity, and spirituality. The work engagement of intrinsically motivated employees is high as they are highly involved with their work and find their job interesting (Oh & Wang, 2020). Spiritual leadership theory assumes that spiritual leaders create and nurture an environment of workplace spirituality that fosters organizational productivity, team creativity, and organizational learning capacity (Samul, 2020). Smith, Minor, and Brashen (2018) assert that spiritual leaders inspire employees to increase work engagement, complete their jobs efficiently, and learn new innovative ideas. Supriyanto, Ekowati, and Maghfuroh (2020) assert that spiritual leaders develop and foster workplace spirituality which is essential for intrinsic motivation, knowledge sharing, and employee creativity. However, only a few papers have examined the association between spiritual leadership, spirituality, consequences of intrinsic motivation, and perceived organizational support's moderating role. Given this gap, the aims of the study are as follows:

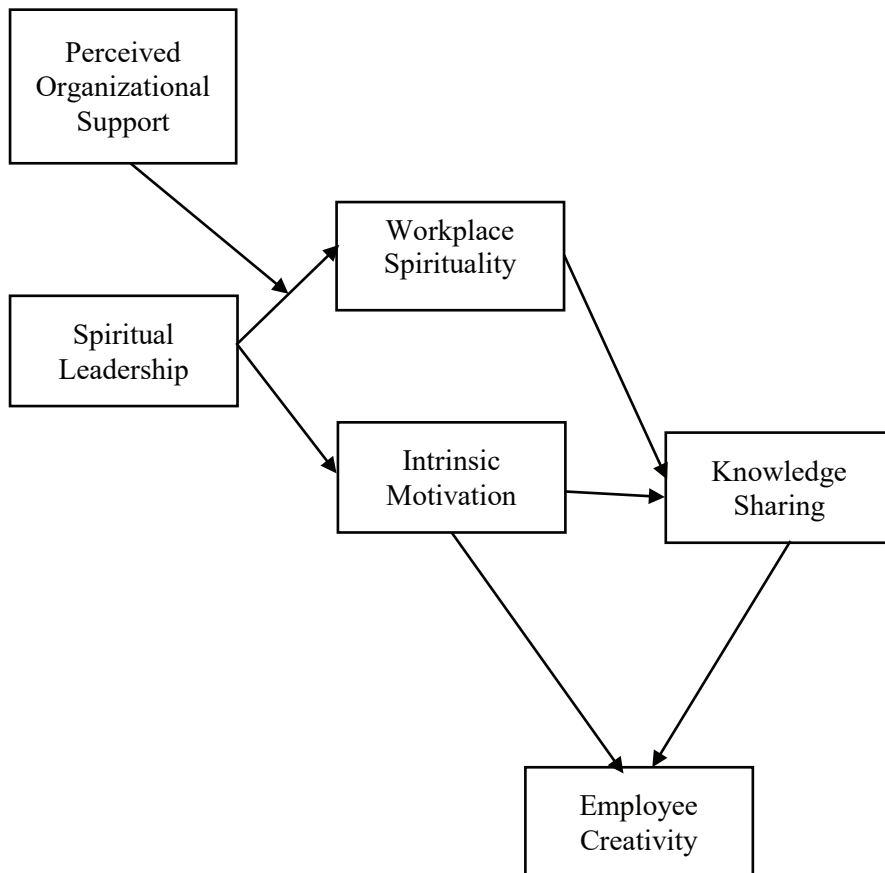
1. To examine the impact of spiritual leadership on workplace spirituality and intrinsic motivation.
2. To ascertain the impact of workplace spirituality and intrinsic motivation on knowledge sharing.
3. To ascertain the impact of intrinsic motivation and knowledge sharing on creativity.
4. To examine the moderating effect of organizational support on the association between spiritual leadership and workplace spirituality.

### ***Theoretical Foundation and Conceptual Framework***

Fry (2003) developed the spiritual leadership theory, which comprises spiritual and leadership aspects. The theory assumes that leaders' values, attitudes, and behavior inspire intrinsic motivation in employees (Samul, 2020). Researchers believe that a spiritual leader aligns: (1) vision with altruistic love, (2) vision with values, and hope/

faith with behavior. Vision is the long-term goal of an organization, stimulating self-value and giving a sense of direction to employees (Smith, Minor, & Brashen, 2018). Faith and confidence in a leader are crucial for achieving the organizational vision. This confidence also inspires employees to achieve the organizational mission.

Leaders' love for employees is selfless due to which they care and understand employees' problems. This caring attitude promotes a culture that individually and collectively helps to accomplish organizational goals (Supriyanto, Ekowati, & Maghfuroh, 2020). All these traits of spiritual leaders stimulate the feeling of intrinsic rewards in employees, which is key for achieving organizational goals (Yang & Fry, 2018). Spiritual leadership is deeply rooted in western culture, and researchers have not extensively examined its applicability in developing countries (Oh & Wang, 2020). Given this background, we have proposed a concept that has six direct and one moderating hypothesis.



**Figure 1: Conceptual Framework**

## Hypothesis Development

### ***Spiritual Leadership and Workplace Spirituality***

There are several different definitions of workplace spirituality. The most commonly used definition is by Giacalone & Jurkiewicz (2003, p.398), which states that it is a “framework of organizational values in the culture that promotes employees’ experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy.” In an environment of workplace spirituality, employees’ inner feeling stimulates positive emotions towards work and promotes a sense of completeness and joy (Bayighomog & Araslı, 2019). Employees inspired by spiritual leaders appreciate the purpose of life and work and the wellbeing of the community (Garg, 2017).

Although little work is available on the association of spiritual leadership and workplace spirituality, its importance cannot be under-emphasized (Milliman, Czaplewski, & Ferguson, 2003). For example, a spiritual leader motivates others in building self-esteem, self-actualization and inspires them to contribute to the betterment of others in society (Rathee & Rajain, 2020). Individuals with low spirituality prioritize self-development, self-prosperity, ignoring the wellbeing of society as a whole.

On the contrary, spiritual leaders motivate employees to think beyond themselves. Consequently, their concern about society, the planet, and the sustainable environment increase significantly (Garg, 2020). The extant literature suggests that a significant association exists between “spiritual leadership and employees’ common connectedness and togetherness” (Otaye-Ebede, Shaffakat, & Foster, 2020). Consequently, all these factors stimulate a positive attitude towards personal life, working life, and organizational citizenship behavior (Zhang, 2020).

*H1: Spiritual leadership stimulates workplace spirituality.*

### ***Spiritual Leadership and Intrinsic Motivation***

Spiritual leaders have faith and high hope with employees. Ethical leaders also share the corporate vision with employees, increasing their motivation, productivity, and commitment (Mubashar, Salman, Irfan, & Jabeen, 2020). Spiritual leaders develop an environment at the workplace that comprises talented employees with high self-actualization and self-esteem. Consequently, it increases their intrinsic motivation. Extrinsic motivation does not have sustainability as it declines with the reduction of extrinsic rewards. But intrinsic motivation has little or no association with monetary rewards (Samul, 2020). However, extant literature suggests that for the growth and

profitability of a firm, a combination of extrinsic and intrinsic rewards is necessary (Bayighomog & Araslı, 2019). An intrinsically motivated employee enjoys and derives pleasure from performing delegated jobs (Smith, Minor, & Brashen, 2018). A spiritual leader can align the values of individuals with the organization, leading towards motivation and sustainable growth. Spiritual leaders believe that intrinsic rewards significantly depend on self-autonomy and self-management. Realizing the importance of these aspects, spiritual leaders nurture employees and empower them to take tactical decisions (Tkaczynski & Arli, 2018).

*H2: Spiritual leadership stimulates intrinsic motivation.*

### ***Work Place Spirituality and Knowledge Sharing***

Workplace spirituality is not a new concept in organizational behavior. Researchers have been using it since the 1920s (Khari & Sinha, 2017). Khari and Sinha (2018) relate it with individual consciousness and a feeling of self-enlightenment, positive emotions, and energy. Workplace spirituality promotes strong rapport with workers and the workplace. It also helps employees to align their values with the organization. All these factors disseminate knowledge sharing (Arokiasamy & Tat, 2020). Extant literature suggests that employees in a conducive and spiritual environment share their knowledge with workers and society. They believe that sharing knowledge is beneficial for them and others. Every time one shares knowledge with others, they, in the process, learn new ideas. Another benefit of knowledge sharing is that individuals learn to understand their ideas from others' perspectives (Rathee & Rajain, 2020). When they contribute to the betterment of others, employees develop positive emotional feelings. The feelings they contribute to the organization and society are good for their self-image and confidence (Sankar & Suresh, 2018). A highly confident employee with high self-actualization contributes significantly towards the organization, society, and self-development. Many organizations realize that workplace spirituality is necessary for knowledge sharing and sustainable growth. Therefore, they are making deliberate efforts to create a spiritual environment at their workplace (Arokiasamy & Tat, 2020).

*H3: Workplace spirituality stimulates knowledge sharing.*

### ***Intrinsic Motivation and Knowledge Sharing***

Intrinsic motivation encourages employees to enthusiastically participate in work-related assignments (Shao, Feng, & Wang, 2017). While completing their jobs, such employees help others with their job assignments. Thus they, directly and indirectly, disseminate knowledge to co-workers. Such sharing by intrinsically motivated employees benefits themselves, others, and the organization (Gagné et al., 2019). Employees with low self-

esteem, low intrinsic motivation generally have a low sense of security. Thus, they are reluctant to share information with others, which impedes their organizational growth (Zhang, Liu, Deng, & Chen, 2017). Asbari et al. (2019) assert that intrinsically motivated employees drive pleasure by helping and sharing knowledge with others. Thus, it increases their self-satisfaction, leading towards a positive attitude and sustainable growth (Fikri et al., 2021). Similarly, Wasko, and Faraj (2005) also found that intrinsically motivated employees share and contribute to the development of others because that makes them happy.

*H4: Intrinsic motivation stimulates knowledge sharing.*

### ***Intrinsic Motivation and Creativity***

Intrinsic motivation tends to make employees more curious, flexible, and willing to take risks. Consequently, they will generate new and innovative ideas to share with the organization and other employees. Such sharing of ideas helps develop innovative products and processes, which are beneficial for employees and the organization (Yuan et al., 2019). Intrinsic motivation also stimulates creativity that motivates employees to search for new ideas. This quest for knowledge enhances employee confidence, zeal and improves organizational performance. Firms continuously improving their work processes and launching new products would always be competitive (Malik, Choi, & Butt, 2019). Shafi, Lei, Song, and Sarker (2020) suggest that a sense of curiosity and zeal for learning motivates employees and firms to adopt a higher risk-taking behavior. Taking a calculated risk and breaking the status quo helps firms achieve sustainable growth (Zhang, Pi, Li, & Hu, 2021). Intrinsically motivated employees are always diligent, have a high willingness to adopt complex and unusual jobs. All these factors, directly and indirectly, enhance employees' perseverance and determination (Hahm, 2018).

*H5: Intrinsic motivation stimulates creativity.*

### ***Knowledge Sharing and Employee Creativity***

Knowledge is an essential asset for the growth and sustainability of an organization. All the information collected, processed by individuals, experts, and groups for solving problems comes in the category of knowledge (Allameh, Khozani, & Baniasadi, 2020). Knowledge sharing is the exchange of information and ideas within various sources to disseminate new knowledge. Knowledge sharing promotes creativity, innovative products and strategies. Many successful firms encourage their employees to share new ideas. In some organizations, employees share innovative ideas regularly (Men, Fong, Luo, Zhong, & Huo, 2019). Most of these ideas are initially in a crude form. But over time, a few of them become innovative and polished (Lee, 2018). Kremer, Villamor, and

Aguinis (2019) also assert that a knowledge-sharing environment in a firm provides new learning and knowledge creation.

Consequently, such activities improve organizational performance and innovation capabilities (Hussain et al., 2017). Five critical constituents of knowledge sharing are “value of knowledge sources, the willingness of sources to share knowledge, the wealth of media communication channels, the willingness of recipients to absorb knowledge, and the ability of absorptive capability” (Wu & Zhu, 2012). Knowledge sharing gives a competitive advantage to a firm. Extant literature suggests that firms with a knowledge-sharing culture are ahead of other firms in technology, innovative products, and business processes (Ma, Long, Zhang, Zhang, & Lam, 2017).

*H6: Knowledge sharing stimulates employee creativity.*

### ***Moderation by Perceived Organizational Support***

Most studies have found that spiritual leadership positively affects workplace spirituality. Afsar, Badir, and Kiani (2016) found that organizational support moderates the association between spiritual leadership and workplace spirituality. Perceived organizational support is employees’ belief that their employers care about their wellbeing and value their contribution (Rathee & Rajain, 2020). Norms of reciprocity suggest that the beneficiary must support the benefactor (Garg, 2020). Spiritual leaders promote workplace spirituality; however, this relationship significantly depends on organizational support. Higher organizational support increases the impact of spiritual leadership and workplace spirituality (Otaye-Ebede, Shaffakat, & Foster, 2020). However, low or insignificant organizational support dilutes this association. Extant literature suggests that employees perceived organizational support motivates them to help others in the organization. Helping others is an essential aspect of workplace spirituality (Milliman, Czaplewski, & Ferguson, 2003).

*H7: Perceived organizational support moderates spiritual leadership and workplace spirituality.*

## **Methodology**

### ***Sample***

The study has collected data from the leading private banks of Karachi, Pakistan. The banking sector suffers due to excessive stress and turnover intentions. Given these problematic issues, we have selected the banking sector in our study. We distributed 450 questionnaires to the target banks and received 427 responses. The response rate was



about 95%, which is more than appropriate in large-scale research. Since the sample frame was not available, we used the non-probability sampling approach (Dupont & Plummer Jr, 1998).

### ***Respondents Profile***

The respondents' profile is as follows. The profile suggests that of the total respondents, 70% were males, and 30% were females. We also found that 35% of the employees were in the lower management cadre, 25% in the middle management cadre, 10% in the upper management cadre, and the remaining 30% were non-management cadre. Marital status suggests 47% were married, and 53% were single. Age strata suggest that 27% of respondents were 18 to 28 years, 23% in the age bracket of 29 to 38 years, 30% in age strata of 39 to 48 years, and the rest were over 48 years old.

### ***Scales and Measures***

We have measured demographic profiles based on a nominal scale and the questions related to the main study on a five-point rating scale. "Five indicates highly disagree, and one indicates highly agree." The questionnaire has six constructs and 48 indicators variables. Table 1 shows the summary of the constructs, the number of items, and their sources. For details, please refer to Annexure.

**Table 1: Summary of Constructs**

<b>Constructs</b>	<b>Source</b>	<b>Reliability in Earlier Studies</b>	<b>No. of Items</b>
Work Place Spirituality	Sheng and Chen (2012)	0.700 to 0.817	08
Spiritual Leadership	Malone and Fry (2003)	0.765 to 0.886	10
Intrinsic Motivation	Ryan (1982)	0.697 to 0.835	05
Knowledge Sharing	Hejase et al. (2014)	0.747 to 0.900	03
Employee Creativity	Zhou and George (2001)	0.619 to 0.809	08
Perceived Organizational Support	Eisenberger et al. (2002)	0.765 to 0.886	12

### ***Statistical Analysis***

We have used Smart PLS version 3.22 for data analysis because it has the following advantages. It can use both primary and secondary data. Normality of the data is not necessary for Smart PLS. One can use a small sample size in it, whereas in CB-SEM, researchers need to have a bigger sample size (minimum>400) (Chin & Newsted, 1999). PLS-SEM also provides R<sup>2</sup> values, which suggests the significance of the relationship between constructs and the model's predictive power (Hair, Ringle, & Sarstedt, 2013). Comparatively, CB-SEM only provides path modeling. PLS-SEM can handle numerous independent variables simultaneously, which CBM cannot (Hair, Ringle, & Sarstedt, 2011).



### ***Common Method Bias***

Like most studies, this study has also collected the data on independent and dependent variables from the same respondents. Thus, the data set could suffer from the common method bias. In common method bias, the instrument is the cause of response variation rather than the respondent (Kock, 2015). Since all the VIF values are less than 3.5 and Pearson correlation values are lesser than 0.90. Therefore we have inferred that the data set does not suffer from common method bias (Podsakoff et al., 2012; MacKenzie & Podsakoff, 2012).

## **Results**

### ***Descriptive Statistics***

The study has used descriptive analysis to assess the reliability of the constructs and univariate normality. Table 2 depicts the summary of the results.

**Table 2: Descriptive Statistics**

	<b>Cronbach's Alpha</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>
Employee Creativity	0.864	3.876	1.350	-0.698	-0.845
Intrinsic Motivation	0.848	3.543	1.087	-1.634	1.287
Knowledge Sharing	0.835	4.105	-2.001	2.007	-1.309
Perceived Organizational Support	0.896	3.887	-1.876	2.122	1.999
Spiritual Leadership	0.770	4.001	-1.999	-0.957	0.579
Workplace Spirituality	0.904	3.777	0.987	0.841	0.765

The results show that Cronbach's alpha values range from ( $\alpha=0.770$  to  $\alpha=0.904$ ). The lowest is for spiritual leadership (Mean=4.001, SD=-1.999), and the highest is for workplace spirituality (Mean= 3.777, SD=0.987). Given these values, we have assessed that the constructs used in the study have acceptable internal consistency (Hair, Page & Brunsveld, 2019). We also found that all the Skewness and Kurtosis values are within the acceptable range of  $\pm 3.50$ , suggesting the constructs do not deviate from the requirements of univariate normality (Hair, Page, & Brunsveld, 2019).

### ***Convergent Validity***

We have assessed the convergent validity of the constructs based on composite reliability and Average Variance Extracted (AVE). We have depicted the results in Table 3.

**Table 3: Convergent Validity**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Employee Creativity	0.864	0.866	0.907	0.710
Intrinsic Motivation	0.848	0.851	0.908	0.768
Knowledge Sharing	0.835	0.839	0.890	0.669
Perceived Organizational Support	0.896	0.902	0.928	0.762
Spiritual Leadership	0.77	0.776	0.865	0.681
Workplace Spirituality	0.904	0.907	0.933	0.777

The results depicted in Table 3 indicate that the Average Variance Extracted (AVE) is greater than 0.50, and composite reliability values are greater than 0.60, suggesting that the relationships of the constructs do not indicate multi-collinearity (Rogge, Daks, Duble, & Saint, 2019; Carmines & Zeller, 1979).

### ***Discriminant Validity***

Uniqueness and distinctiveness of the constructs are necessary before testing hypotheses. This study has assessed them based on the Fornell and Larcker (1981) criteria. The study has depicted the results in Table 4.

**Table 4: Discriminant Validity**

	<b>EC</b>	<b>IM</b>	<b>KS</b>	<b>POS</b>	<b>SL</b>	<b>WS</b>
Employee Creativity	0.842					
Intrinsic Motivation	0.596	0.876				
Knowledge Sharing	0.51	0.444	0.818			
Perceived Organizational Support	0.6	0.507	0.253	0.873		
Spiritual Leadership	0.728	0.52	0.474	0.585	0.825	
Workplace Spirituality	0.615	0.439	0.519	0.385	0.565	0.882

### ***Discriminant Validity and the Heterotrait-Monotrait (HTMT) Criterion***

Many studies found that the HTMT has higher sensitivity than the Fornell and Larcker (1981) criteria and have recommended analyzing discriminant validity based on the HTMT criterion. We have depicted the results in Table 5.

**Table 5: Discriminant Validity**

	EC	IM	KS	POS	SL	WS
Employee Creativity						
Intrinsic Motivation	0.693					
Knowledge Sharing	0.596	0.523				
Perceived Organizational Support	0.675	0.572	0.281			
Spiritual Leadership	0.867	0.62	0.591	0.675		
Workplace Spirituality	0.695	0.502	0.592	0.419	0.677	

The results show that all the HTMT values are less than 0.85, confirming that the constructs are unique and distinct (Henseler, Ringle, & Sarstedt, 2015).

### **Confirmatory Factor Analysis**

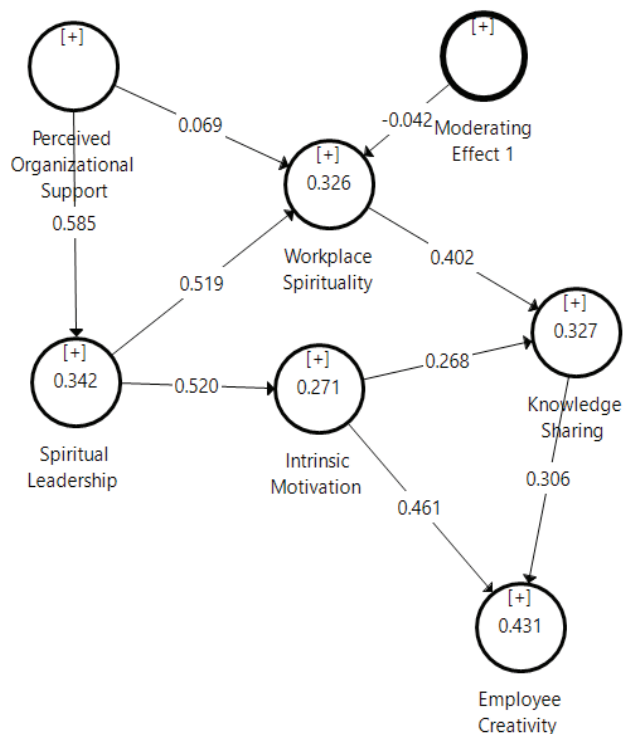
The study has carried out CFA to test the theoretical association of the latent variables with their indicator variables. The results are depicted in Table 6.

**Table 6: Confirmatory Factor Analysis**

	Employee Creativity	Intrinsic Motivation	Knowledge Sharing	Perceived Organizational Support	Spiritual Leadership	Workplace Spirituality
EC1	0.848					
EC2	0.829					
EC3	0.846					
EC4	0.847					
EC5	0.698					
EC6	0.785					
EC8	0.875					
IM1		0.917				
IM2		0.836				
IM3		0.765				
IM4		0.797				
IM5		0.705				
KS1			0.785			
KS2			0.808			
KS3			0.813			
POS1			0.690			
POS3			0.780			
POS4			0.771			
POS5				0.892		

**Table 6: Confirmatory Factor Analysis - Continued**

	<b>Employee Creativity</b>	<b>Intrinsic Motivation</b>	<b>Knowledge Sharing</b>	<b>Perceived Organizational Support</b>	<b>Spiritual Leadership</b>	<b>Workplace Spirituality</b>
POS6				0.868		
POS7				0.901		
POS8				0.829		
POS9				0.798		
POS10				0.667		
POS12				0.774		
SL1					0.801	
SL3					0.838	
SL4					0.836	
SL5					0.883	
SL6					0.763	
SL7					0.876	
SL10					0.754	
WS1						0.868
WS2						0.843
WS4						0.700
WS5						0.897
WS6						0.917
WS7						0.868
WS8						0.843



**Figure 2: Measurement Model**

### Structural Equation Modeling

We tested the hypotheses using the bootstrapping approach. The predictive power of the model presented in Table 7 shows that the model has adequate predictive power.

**Table 7: Predictive Power**

	R Square	R Square Adjusted	Q Square
Employee Creativity	0.431	0.430	0.302
Intrinsic Motivation	0.271	0.270	0.206
Knowledge Sharing	0.327	0.326	0.214
Spiritual Leadership	0.342	0.341	0.217
Workplace Spirituality	0.326	0.325	0.249

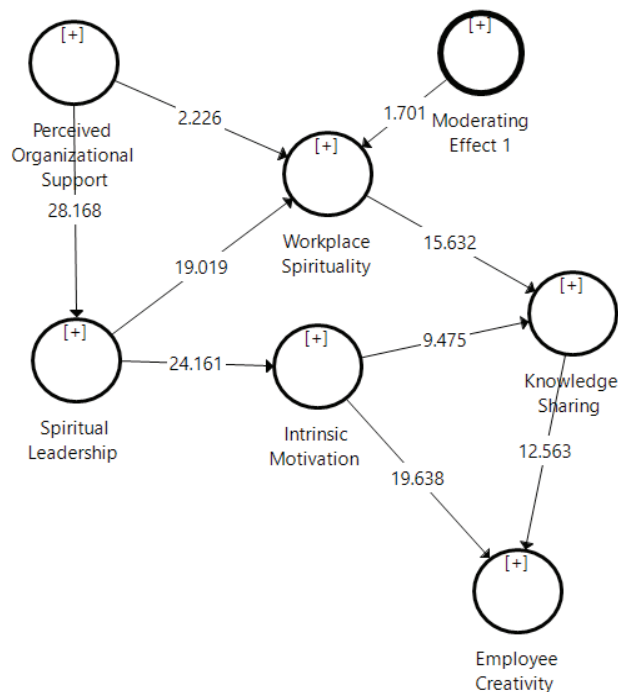
### SEM Results

We empirically tested seven hypotheses. Our results support all the direct hypotheses but do not support the moderating relationship. The results are summarized in Table 8 and the structural model in Figure 3.

**Table 8: SEM Results**

Hypotheses	$\beta$	T Stat	P Values	Results
Spiritual Leadership -> Workplace Spirituality (H1)	0.519	19.019	0	Accepted
Spiritual Leadership -> Intrinsic Motivation (H2)	0.520	24.161	0	Accepted
Workplace Spirituality -> Knowledge Sharing (H3)	0.402	15.632	0	Accepted
Intrinsic Motivation -> Knowledge Sharing (H4)	0.268	9.475	0	Accepted
Intrinsic Motivation -> Employee Creativity (H5)	0.461	19.638	0	Accepted
Knowledge Sharing -> Employee Creativity (H6)	0.306	12.563	0	Accepted
Moderating Effect 1 -> Workplace Spirituality(H7)	-0.042	1.701	0.045	Rejected

The results suggest that of the six direct hypotheses, the strongest effect is on the association between spiritual leadership and intrinsic motivation, and the lowest is on the association between intrinsic motivation and knowledge sharing.



**Figure 3: Structural Model**

## Discussion and Conclusion

### Discussion

The study found spiritual leadership stimulates workplace spirituality, which is in

line with other studies (Bayighomog & Araslı, 2019; Rathee & Rajain, 2020). Spiritual leaders create and nurture a conducive environment in an organization. Such an environment stimulates positive feelings in an employee, enhancing their motivation and organizational performance (Garg, 2017). Spiritual leaders also inspire employees to focus on the wellbeing of individuals, society, and a sustainable environment. Spirituality also motivates employees to sacrifice their gains for the betterment of society and friends. Workplace spirituality is necessary for the growth and sustainability of an organization.

Our study validated earlier findings that spiritual leadership stimulates intrinsic motivation (Bayighomog & Araslı, 2019; Samul, 2020). Spiritual leaders treat and nurture their employees, and as such, they have high hopes and faith in them (Bayighomog & Araslı, 2019). Talented employees with high self-esteem and actualization improve organizational performance and promote sustainable growth. Both intrinsic and extrinsic motivation improve employees' attitudes towards work. Extrinsic motivation needs perpetual monetary rewards, but intrinsic motivation is sustainable and does not depend on rewards. Through their attitude and behavior, spiritual leaders stimulate intrinsic motivation in employees (Smith, Minor, & Brashen, 2018). An intrinsically motivated employee derives pleasure from doing the delegated job, which increases employee performance leading to growth and development (Smith, Minor, & Brashen, 2018).

This study extended the work of earlier studies that found that workplace spirituality stimulates knowledge sharing (Khari & Sinha, 2017; Khari & Sinha, 2018). Spirituality relates to positive emotions and energy promoting a culture of knowledge sharing. These emotions help enhance social interaction with other employees and alignment with organizational goals. An organization that can align its goal with employees' goals would have a competitive advantage and sustainability (Arokiasamy & Tat, 2020). Knowledge sharing helps employees learn new knowledge, enhancing their self-actualization and improving productivity (Khari & Sinha, 2018).

The current study found a significant association between intrinsic motivation and knowledge sharing. This result is in line with past literature (Shao, Feng, & Wang, 2017). Intrinsic, besides being proactive in their delegated assignments, also help other employees in completing their assignments. This attitude promotes an environment of mutual help and respect that are beneficial for the employees and organizations (Gagné et al., 2019). Such an environment also enhances employee-self-esteem, development, and organizational growth (Asbari et al., 2019)



Our results support the association between intrinsic motivation and creativity. This study had validated the work of earlier studies that also found a significant association between intrinsic motivation and creativity (Yuan et al., 2019). Positive creativity is one of the hallmarks of intrinsic motivation. Employees with a high inclination towards creativity motivate others to search for new ideas and knowledge. This quest for knowledge enhances employees' confidence and zeal for hard work and improves organizational performance (Malik, Choi, & Butt, 2019). Creativity helps break the status quo and adopt new business processes necessary to deal with an ever-changing business environment (Zhang, Pi, Li & Hu, 2021).

We found that knowledge sharing and employee creativity are positively associated. This result validates the earlier literature (Men, Fong, Luo, Zhong, & Huo, 2019). Collecting knowledge and sharing with all the employees improve creativity. Men, Fong, Luo, Zhong, and Huo (2019) assert that organizational growth and development significantly depend on innovation and new business processes. Given the importance of knowledge sharing and its association with employee creativity, many firms have made it mandatory to share new ideas. Firms know that initially, most of the ideas may be crude and unpractical. But with discussion, deliberation, and refinement, a few innovative ideas that are practical and viable may be developed (Kremer, Villamor, & Aguinis, 2019).

Contrary to earlier research, we found that perceived organizational support does not moderate spiritual leadership and workplace spirituality. Spiritual leaders promote workplace spirituality; however, this relationship significantly depends on organizational support. Organizational support increases with spiritual leadership and workplace spirituality (Otake-Ebede, Shaffakat, & Foster, 2020). Milliman, Czaplewski, & Ferguson (2003) suggest that employees' perceived organizational support motivates them to help others in the organization. Helping others is an essential aspect of workplace spirituality (Milliman, Czaplewski, & Ferguson, 2003).

## **Conclusion**

It has become difficult for firms to stay competitive and achieve sustainable growth in the present competitive era. Given this problem, we argue that firms need to adopt non-conventional practices. Thus, we have developed a model with a focus on spiritual leadership. Spiritual leadership, directly and indirectly, affects organizational outcomes, including intrinsic motivation, knowledge sharing, and employee creativity. The study found that spiritual leadership stimulates workplace spirituality and intrinsic motivation. At the same time, our results suggest that workplace spirituality and intrinsic motivation are important for knowledge sharing. Intrinsic motivation and knowledge sharing are

antecedents to employee creativity. The study also found that organizational support moderates workplace spirituality.

### ***Limitations and Future Research***

The study has focused on the services sector, i.e., commercial banks of Karachi. We have selected this sector because it is highly competitive and employee turnover is high. We advise future researchers to explore other sectors and other cities. The number of variables in the study is limited to seven. We invite future researchers to take a holistic view with more organization-related variables. The literature suggests that workplace spirituality and intrinsic motivation mediates knowledge sharing and creativity, which we did not test. However, future studies may test these relationships. A comparative study between the manufacturing and services sector can contribute to the body of knowledge, which other studies can explore.

## Annexure

### Constructs and Items used in the questionnaire

#### Work Place Spirituality

EC1. At work, I am willing to influence others with a positive attitude and care.

EC2. At work, I can carry out honesty, equality, and love.

EC3. At work, I recognize my growth, and I am inspired.

EC4. At work, I feel happy and satisfied.

EC5. My workplace is challenging to some degree.

EC6. My workplace provides diverse contacts and development.

EC7. In my workplace, I can change my past self.

EC8. My workplace has free but effective supervision.

#### Spiritual Leadership

SL1. I understand and am committed to my organization's vision.

SL2. My workgroup has a vision statement that brings out the best in me.

SL3. I have faith in my organization, and I am willing to "do whatever it takes" to ensure that it accomplishes its mission.

SL4. I persevere and exert extra effort to help my organization succeed because I have faith in what it stands for.

SL5. The leaders in my organization are honest and without false pride.

SL6. The leaders in my organization have the courage to stand up for their people.

SL7. The work I do is very important to me.

SL8. My job activities are personally meaningful to me.

SL9. I feel my organization understands my concerns.

SL10. I feel my organization appreciates me and my work.

#### Intrinsic Motivation

IM1. I enjoyed doing this activity.

IM2. I would describe this activity as very interesting.

IM3. The competitive intelligence meetings are very interesting.

IM4. I think this activity is quite enjoyable.

IM5. I think this activity is very boring.

#### Knowledge Sharing

KS1. People share knowledge.

KS2. The organization uses employees' ideas.

KS3. Employees share ideas explicitly.

#### Employee Creativity

EC1. I have a personal interest and goals in terms of what I do for my work.

EC2. I believe that my personality traits (self-esteem, respect for others' opinions, extrovert/introvert,

etc.) make me more creative in the workplace.

EC3. I am interested in my work, and I find it rewarding/fulfilling.

EC4. My previous experience makes me more creative in the workplace.

EC5. The opinion of other work colleagues has a positive effect on my creativity.

EC6. My contacts enhance my level of creativity in the workplace.

EC7. I feel proud and committed to working with my organization.

EC8. I am satisfied with my salary/ remuneration package at work.

EC9. Time pressure inhibits my creativity at work.

EC10. I don't find problems and issues distracting.

### **Perceived Organizational Support**

SL1. The organization holds my supervisor in high regard.

SL2. The organization gives my supervisor the chance to make important decisions.

SL3. The organization values my supervisor's contributions.

SL4. The organization gives my supervisor the authority to try new things.

SL5. The organization supports decisions made by my supervisor.

SL6. My supervisor participates in decisions that affect the entire organization.

SL7. My supervisor influences decisions made by upper management.

SL8. The organization allows my supervisor to run things the way he wants.

SL9. The organization consults my supervisor when deciding on new policies and procedures.

SL10. The organization gives my supervisor the freedom to determine how to treat me.

SL11. If my supervisor decided to quit, the organization would try to persuade him to stay.

SL12. Even if my supervisor did well, the organization would fail to notice.

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